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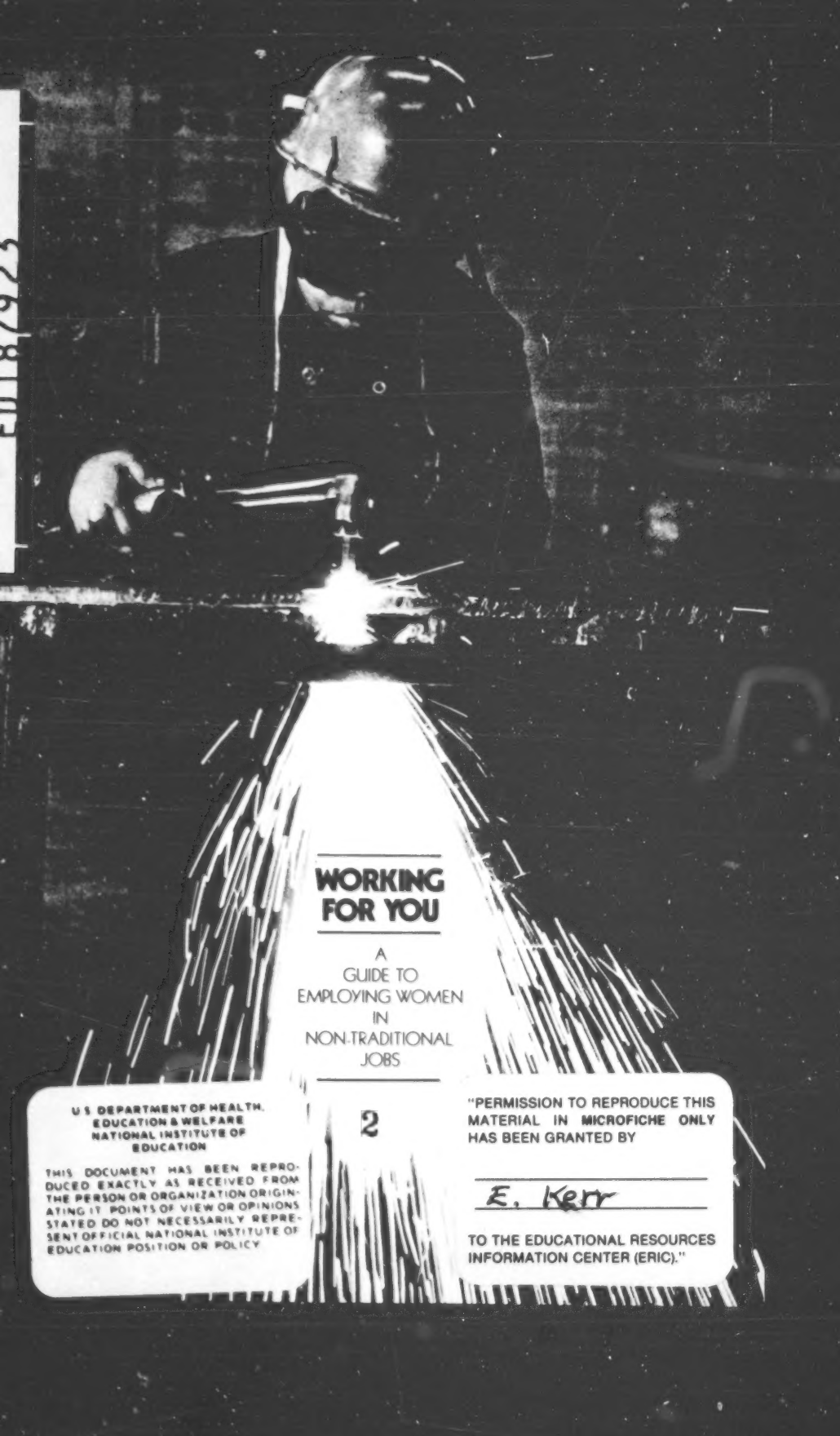
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ABSTRACT

Intended to be used by employers, this guide is an informal survey of Wider Opportunities for Women, Inc.'s experience with a number of employers who have successfully placed women in non-traditional jobs. Employers' stories of successes and failures are presented in four sections: (1) personnel plans and administrative commitment; (2) recruitment strategies; (3) breaking-in time; and (4) the long-term effects of employing women in non-traditional positions. The guide contains photographs of women performing jobs which are nontraditional to their sex and uses direct quotes from employers and placement services to illustrate the points made relative to successful placement practices. A three-page annotated list of resources on women in non-traditional jobs is appended. (MEK)

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WORKING FOR YOU

A
GUIDE TO
EMPLOYING WOMEN
IN
NON-TRADITIONAL
JOBS

U.S. DEPARTMENT OF HEALTH,
EDUCATION & WELFARE
NATIONAL INSTITUTE OF
EDUCATION

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PREFACE

Wider Opportunities for Women is pleased to publish this guide for employers who wish to employ women equally.

Since 1966, Wider Opportunities for Women, Incorporated (WOW), a national organization committed to equal employment opportunities for women, has assisted private and public employers with their specialized affirmative action needs.

The common goal has been to employ women in jobs where few or no women have ever worked. And the purpose has been to demonstrate that there are tested techniques for successfully placing women in these new kinds of jobs.

This guide is an informal summary of our experience with a number of employers. We would like to thank them for their cooperative efforts. We learned together. We would also like to thank the women in other employment programs with whom we consulted in the preparation of this guide.

Most of all, we thank the women who dared to step away from society's traditional view of what their work should be and courageously risk a job in a "man's world."

Jane P. Fleming
Executive Director
Wider Opportunities
for Women, Inc.



U.S. Dept. of Labor

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U.S. Dept. of Labor



Women in Non-Traditional Jobs
Technical Assistance Guide
for Employers

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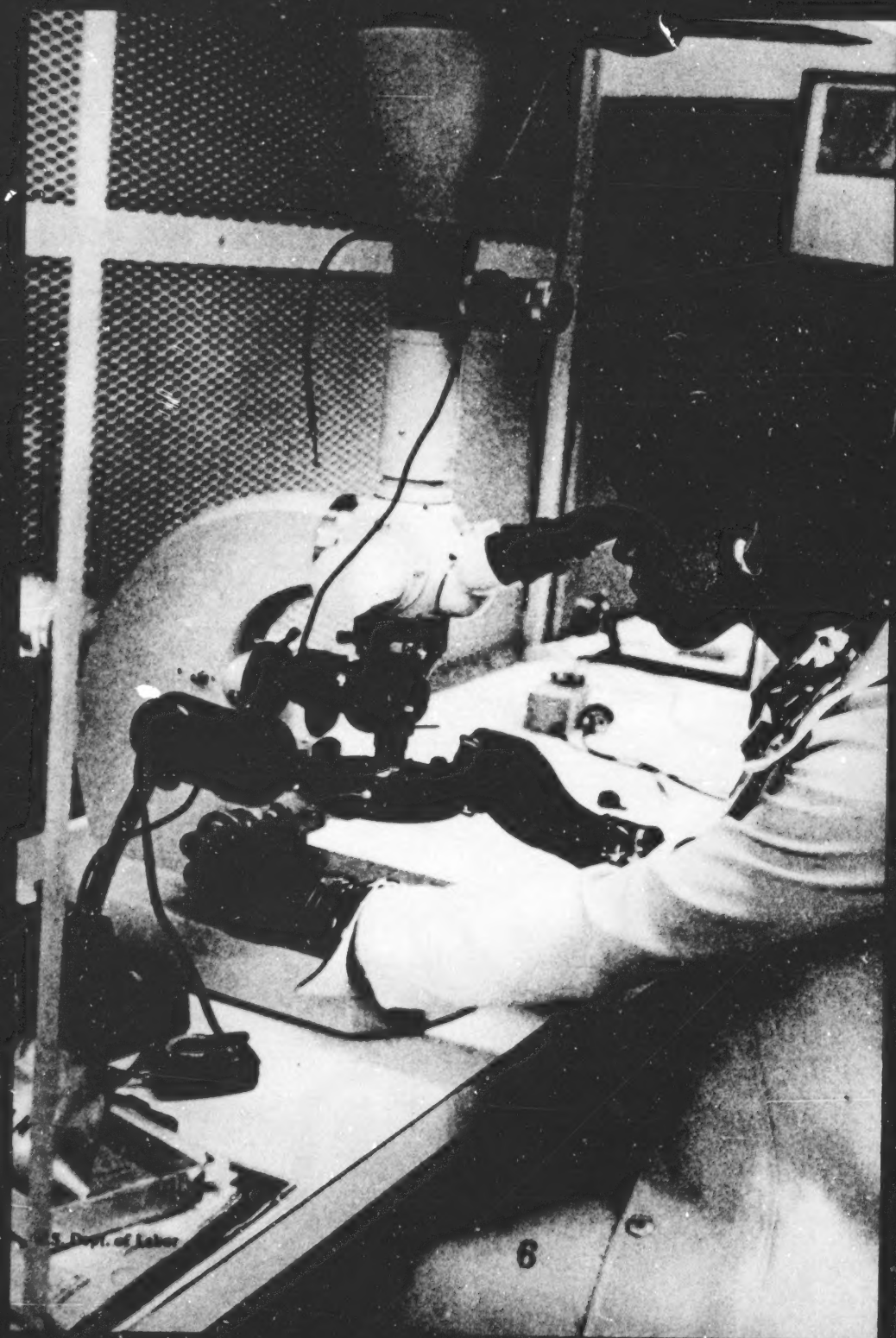
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Martha Tabor



U.S. Dept. of Labor

You're flying home from a business trip. It's Friday, the weather is stormy, and the pilot comes on and says she's been told to keep circling the airport.

After an hour you finally land, get to your car and start home. On the way home your car overheats and you pull into a gas station. The mechanic is very helpful. She's able to find the problem quickly and within fifteen minutes you're on your way.

When you finally reach home, there's no hot water. You call the plumber. She comes right away and fixes the water heater. You pay her forty dollars and she cheerfully tells you to enjoy your weekend.

The chances of the above happening today in our society are nil. Planes get stacked up, cars overheat, and hot water ceases to run — all with alarming frequency. But the chances of encountering a female pilot, mechanic or plumber individually, much less in the same afternoon, are virtually non-existent.

Since women make up forty percent of the American labor force one would expect them to represent forty percent of most occupations. But in fact they comprise only a miniscule percentage of the workers in certain occupations, while they are overrepresented in others.

For instance, women make up ninety percent of banktellers, ninety-seven percent of domestic servants, and ninety-nine percent of secretaries, but less than five percent of all craft workers, and less than one percent of carpenters, truckdrivers, brickmasons, mechanics, plumbers and firefighters.

This guide is concerned

with how to introduce women into "non-traditional jobs" — jobs such as plumber, mechanic and truckdriver, where no more than a small percentage of the workers are female.

Why do women want to work? For the same reasons men do. They need to support themselves and their families. Forty-three percent of working women support themselves and an additional twenty-three percent are married to men who make less than \$10,000 a year.

In 1976, the average working woman in America earned \$8,099 — the average working man, \$13,184. The gap between men's and women's earnings is largely attributable to the fact that men and women work at very different jobs. Women are apt to be white-collar workers — typists, salespersons, bank tellers, — but the jobs they hold are usually less skilled and pay less than those of men. The hourly wage rate for traditionally female jobs is three to five times less than that of skilled craft workers. Women

want to work where the money is, and the money is in the jobs where the women are not.

The Civil Rights Law of 1964 made sex discrimination illegal. Executive Order 11246, promulgated in 1965, called for a policy of affirmative action to eradicate discrimination on account of race, creed, color or national origin. In 1967 it was amended by Executive Order 11375 which called for affirmative action to eradicate discrimination on the basis of sex.

Affirmative action means that the neutral absence of discrimination is in fact not enough; employers must make a positive effort to find women and place them in jobs which have, by tradition, been denied them.

Women are in the work force to stay. The average worklife expectancy for women is 23 years, and nine out of ten women work at some point in their lives. Married women still tend to leave the work force when their first child is born,

but only a very small percentage leave the work force permanently at that time, and the percentage of mothers who leave the work force at all is declining.

While women stand to benefit enormously from having access to lucrative jobs which have by tradition been denied them, in the long run the employer stands to benefit as well. By considering women for jobs where he had looked only for men, he is in fact enlarging his labor pool and finding the best person for the job. Affirmative action and women in non-traditional jobs mean fair treatment for everyone, and it means good business as well.

We just have to remember that we're the guinea pigs in this business known as affirmative action. We have no precedents that say this is how you cope with the legislation. Those of us who are charged with absorbing people into so-called non-traditional careers really have to use a

hunt-and-peck system, and most of us are probably much better prepared to tell you where we failed than where we've succeeded.

...affirmative action manager, supermarket chain

This guide tells the stories of some successes and failures in placing women in non-traditional jobs. It tells you, the employer, some things that have been learned from the good experiences and the bad, from the hunting and the pecking.

Women are now working in small numbers as electricians, carpenters, plumbers, roofers, cabinet-makers, meatcutters, sewage treatment plant operators — in almost every field not long ago reserved by tradition for men.

To a remarkable degree, the situation faced by every woman starting to do a "man's job" is the same. She is often the only woman on the job and has no role models. She is not sure of her

abilities at first, and what is expected of her. She may have to deal with hostile co-workers and unhelpful supervisors.

But while the woman is decidedly facing new ways of doing things, so too is her employer. He has to confront the problems of finding her and integrating her into his organization.

What's going to happen when she starts on the job? How will her co-workers react? How will she stand up under the physical strain of the work? What about Harry who is supposed to supervise her and has sworn up and down that no woman will ever set foot on a construction site with him? And what if she is so good that she has to be promoted and is then supervising men?

Here are some solutions to those problems, solutions that have been tried around the country in supermarkets and on construction sites, in garages, sewage treatment plants, department stores, and oil refineries. They have worked well for others and they may work for you.

part one— **THE FIRST STEPS**



Putting Your House in Order

Before a company can hope to bring in women from the outside and give them a fair shake at making it in a "man's job", top management needs to look at its internal policies.

If women are not being promoted at a rate consistent with their abilities, if all the managers are male and all the secretaries are female, if management is giving lip-service to the concept of equal rights for women while the personnel director is filing women's applications at the back of the drawer, then the company needs to examine its internal policies before embarking on a program of hiring women in areas of the company where they have not been before.

An important first step is drawing up an affirmative action plan, a written blueprint for incorporating women equally into the company. It should answer the questions:

where are women now working in the company, and where are they not working? What are realistic goals and timetables for bringing women into areas where they are currently under represented?

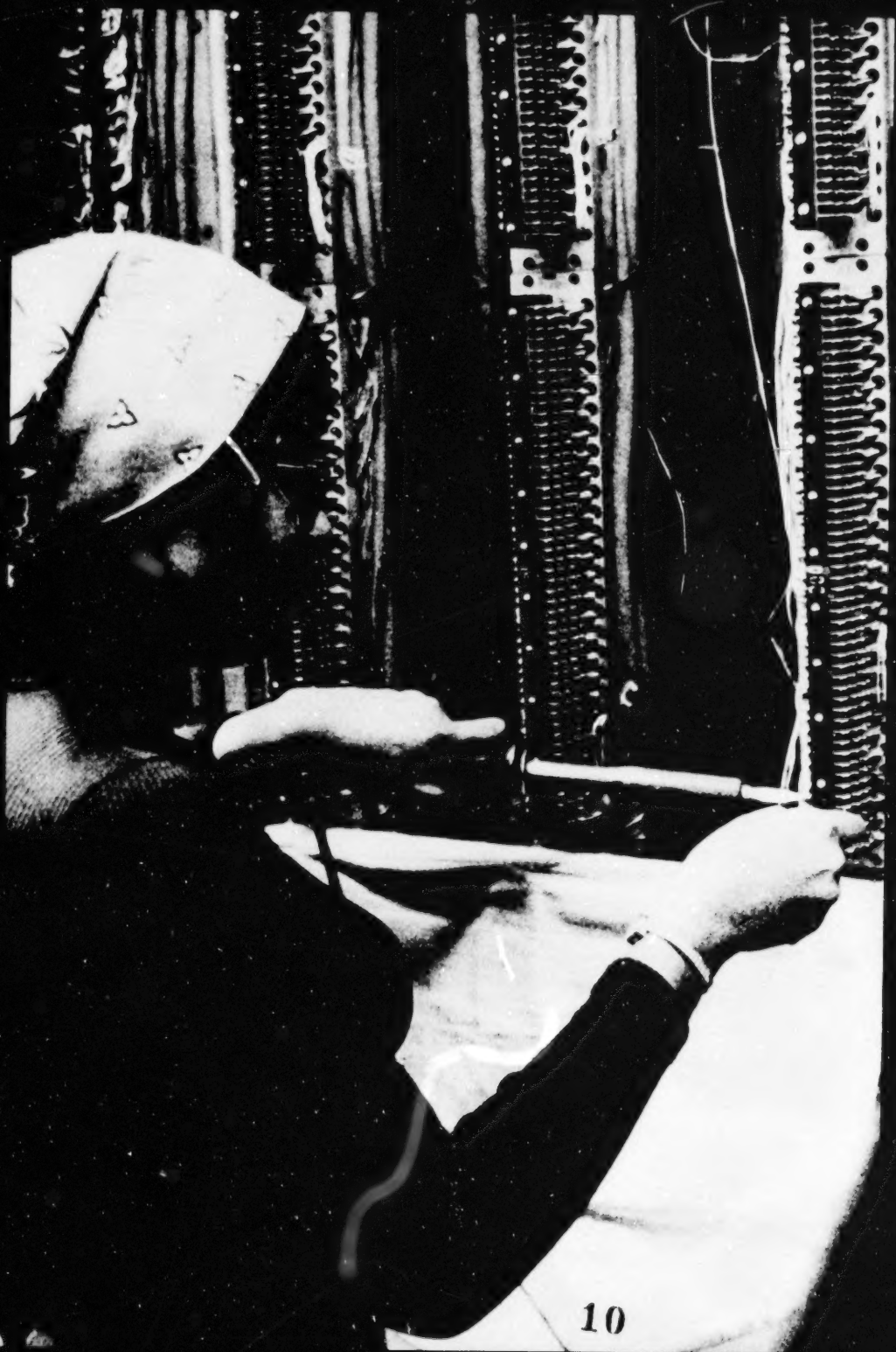
We are Committed to Hiring Women, and Here's Why

A crucial second step is to put out the word that women are going to be considered for any job within the company, and that the company's commitment to hiring women this way is unwavering.

Along with word of company commitment to hiring women should go the rationale behind the affirmative action plan.

"Why hire a lady mechanic, anyway? The guys who are there need the money. They have wives and kids to support and they're doing a great job, besides."

U.S. Dept. of Labor



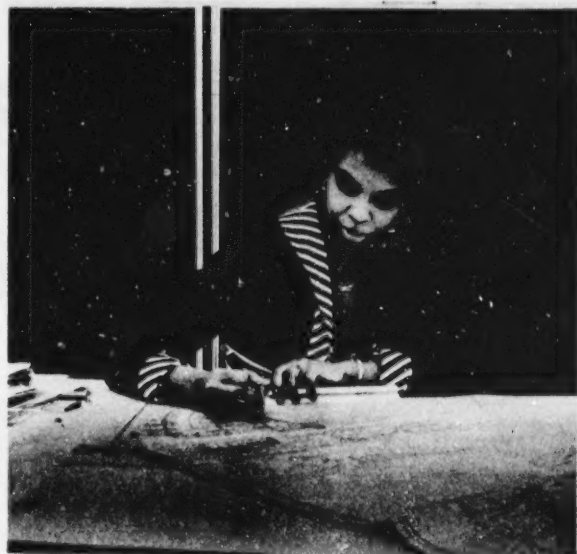
Employers who have successfully dealt with questions like this have started by exposing their employees to the basics of the law.

The emphasis was not, "We've got to hire women because if we don't we'll all be sued, and lose our jobs," but rather, "It's only fair to give women an equal chance. They need the money as much as men do. Here are the laws that have been passed that make it illegal to be unfair."

We've just completed a self-instructional learner-controlled program that covers the fair employment laws of D.C., Maryland, and Virginia, and we've put all of our store managers through that and now we're working down to assistant managers, department managers, and so on.

...affirmative action manager, supermarket chain, Washington, D.C.

Our store managers have been indoctrinated in the affirmative action program, what its purposes



and goals are. It's their responsibility.

...personnel manager,
national food store chain

Preach the Gospel, have it in writing, what the policies are, on an informational basis — in terms of affirmative action — to everybody. Too much information is a lot better than not enough.

...personnel manager,
national department
store chain

The employer needs also at this point to re-examine his own feelings about a woman doing a "man's job." His employees will sense his degree of commitment, and reflect it.

He has to really come to grips with his thinking himself as to whether or not he is just doing something because he's under the gun, he's pressured—or

is he really committed to change. And he can convey this. If he's committed to change he can convey this to his employees—after all, he pays them.

*... personnel counselor,
Washington, D.C.*

In order to implement an affirmative action plan, employers should take a hard look at jobs being performed within the company. An analysis of jobs in terms of the functions to be performed and the skills required to do the work is a basic building block for implementing affirmative action. Does the job really require a high school degree, or could it be done by someone who had taken a basic electronics course? If an ability to read blueprints is required, does that necessarily call for an experienced drafts-person?

So—the order of the day is to make a company commitment, in writing, to place and promote people according to their abilities. Add to that a realistic assessment of what it takes to do each job, plus a just evaluation of each person's abilities.

The ideal to be reached is fair treatment for all employees, women included.

Meet Mary Smith, Forklift Operator

One of the most effective ways to break down employee resistance to a female co-worker is to bring in women, either from elsewhere within the organization or from the outside, who are currently working in non-traditional jobs. No one is in a better position to describe the aspirations of working women, as well as their financial needs, their apprehensions and their abilities.

A Washington, D.C. social policy consultant relates the story of a young meatcutter who had said he would never accept a female apprentice because the work was too physically demanding—women couldn't do it. His supervisor took him to a plant where there was a female meatcutter:

He brought this young man by and as they were coming through this

woman was carrying a whole carcass and laying it down, which he had never seen before because he was young and dealt only with breaks. He didn't ever have to haul a heavy carcass. So she laid it down and fileted it beautifully and... it worked. That man accepted women apprentices after that.

A management consultant in Boston describes her experiences:

We had a panel of women from the company — from different divisions. We had them there describing their careers to date and how they got there and what they were interested in and what they liked or didn't like about their jobs and about the men they worked with and let the men ask them questions, again breaking down the mystique. If you don't know what it's like to work with a woman who is a forklift operator then it's scary. So once you meet her and see that she really can laugh too, it's much better.

Key people to reach in the process of preparing the company for the introduction of women are their potential supervisors and co-workers.

The point must be made to them that the company is about to hire women to work in non-traditional jobs, and is committed to finding women who will work out in the jobs.

The message has to be unequivocal that driving these particular women away is not going to keep women out. If these particular women go away, we're going to hire more.

...management consultant, Washington, D.C.

The employer needs to walk a fine line here.

He must impress upon the supervisors that to a great degree they are responsible for the women's success or failure in the job. They more than anyone else are in a key position to help or to sabotage.

But at the same time, the employer should be aware that few men confronted with the prospect of supervising a woman in a non-traditional job will jump for joy.

Don't say, "You darn well better see to it that these women work out or my head is going to roll and yours too," but rather "I understand your feelings on this but I need your help to make it work and it's important to this company that it work."

The supervisors, in turn, can probably be effective immediately by reassuring their workers.

If he had any smarts he would probably tell his crew that there is a possibility that they would be hiring a woman and that they're not going to handle her with kid gloves, that she'll be expected to carry her work load just like any other man and no allowances will be made.

...director, women's apprenticeship program, San Francisco

The concept of equal treatment for everybody can be used constantly throughout the placement of women in non-traditional jobs: it can be both a cutting edge for change and a reassurance to those who are threatened by the new ways of doing things.

Are We Ready to Hire? . .

An internal audit of fair employment procedures. . . a written affirmative action plan. . . restructuring jobs according to task. . . a look at the employer's own attitudes about working women. . . spreading the word that the company is committed to hiring women in non-traditional jobs. . . employee exposure to fair employment laws. . . bringing in women who are already working in non-traditional positions. . . enlistment of worker and supervisor co-operation. . . What's the effect of all this?

An important thing to

remember at this stage is that the goal is not to convert every employee from a skeptic to a cheering supporter of affirmative action. As desirable as that might be, it isn't realistic. Keep in mind that it is important to change an employee's behavior, and perhaps his attitudes will follow.

He may be mentally cursing the woman next to him on the assembly line, but if he is working with her in a productive way, he may grow to respect and like her as a co-worker in due time.

A Washington-area personnel manager reflected on his company's preparing to hire women

in non-traditional jobs:

What happened was the managers then say to themselves, "Hey, this is serious. I had better be doing something about it. I had better support it." Crucial to success was taking away the ability to say, "It can't be done."



Martha Tabor

part two— **RECRUITMENT**



No Women Ever Apply

I was surprised when I found out that once the doors were open I still had to go out and say, "Come on in."

...affirmative action manager, supermarket chain

Where do you find a woman qualified to fill a non-traditional job?

Affirmative action means making a positive effort to find women, and if you're making a positive effort then you must look at what you have done in the past, which has not attracted women, and find ways to change your methods so that women will apply for the available jobs.

When you're recruiting for a woman, when you're seriously looking for a woman, you have to look at what you did before and then you've got to change it and gear it toward the group that you're trying to reach.

...director, women's apprenticeship program, San Francisco

Running a classified ad asking for a journeyman carpenter with trimming experience will not bring women applicants. Neither will an ad seeking electronic technicians with five years experience. Neither will a height requirement of six feet, and a weight requirement of two hundred pounds.

Women do not usually think of themselves as construction workers, radio and television repairers, fire fighters or derrick operators. A classified ad can be used as an educational tool to change a woman's way of thinking about herself. It can say to the woman, you might be able to do this — why not apply?

Convey to the female reader that her at-home experiences may qualify her for a job she has never thought of doing. Reach the woman on her ground by using language and terms she is familiar with (which are also relevant to the skills required to do the job): "Have you ever put together a train set on Christmas Eve? Have you ever assembled a lamp?

Can you follow written directions? Then you may be the person we're looking for."

An ad that offers on-the-job training is also likely to attract women. Specifics about wages, the type of work involved and the hours involved should be included. Adding the phrase "Women are strongly encouraged to apply" or "Women and minorities welcome" has brought forth applicants.

And no where is the old saw "a picture is worth a thousand words" truer. In the midwest the telephone company ran a television recruitment ad for "linemen". The commercial showed a female "lineman" at work, and the next day the company had a number of female applicants. Photographs of women at work have been used equally successfully in magazine recruitment.

A number of women's organizations throughout the country are prepared to recruit and train women to fill non-traditional positions. Some of the organizations have a back-log of carefully screened candidates.

Screening the Applicants

What do you look for in a woman who will fill a non-traditional job?

Refer here to the job description drawn up at the same time as the affirmative action plan. If done objectively, it will give the employer a clear overview of the job to be performed and the requisite skills.

Interview to draw out a woman's true skills and interests. What do you do in your spare time? Who fixes an appliance in your home when it breaks? Most women have not tinkered with cars but many have fixed a child's bicycle. Most have not lifted weights, but many have carried heavy bags of groceries and small children.

The employer, for his own sake as well as the woman's, need to be sure that his questions are job specific and that he does not ask a question of a woman that he would not ask of a man. For instance, don't ask, "Who is going to take care of your kids when you work nights?", but instead ask "Do you have any problems with working nights?" Don't ask when she plans to marry and have kids but instead inquire about her long-term job commitment, just as you would inquire of a man.

Beyond basic aptitude, what do you look for in the woman who will fill the non-traditional job?



U.S. Dept. of Labor

Sheer economic need can be a very strong motivator and in a lot of the more successful placement programs the women who have succeeded are women who are thirty years old, recently divorced or deserted and have three kids to support. They have to care more.

...management consultant, Washington, D.C.

Iwould look for probably the same things I look for in the man. I like

him to have a mortgage and three kids, because they are very stable individuals and they need the job and they are going to stay around for some length of time. I like to see that same situation with a woman. I look more for stability than anything else.

...director, sewage treatment plant, Washington, D.C.

If I was sitting back and I was bringing in women here, I'd make sure I had

the best ones, the ones that were really interested in the job itself.

...appliance repair trainee, Washington, D.C.

Economic need, yes, but economic need enhanced by a real interest in the work and an awareness of what is involved.

There is an additional quality that most people who have hired or worked with women in non-traditional roles see as being important. Some call it a sense of humor; others identify it as being hard-nosed:

You need people who for one reason or another, whether it's dire economic circumstances or just personal development or whatever, have reached a point where they just don't give as much of a damn about having everybody love them. When a woman breaks into a non-traditional job, she's got to have a pretty thick skin and she's got to be willing to put up with a lot.

...social policy consultant, Washington, D.C.



U.S. Dept. of Labor

Let's Suppose...

You've recruited well. Your ad brought in a number of applicants, and the women's group you contacted sent over three more. You've interviewed and tested and now know their basic aptitudes, as well as what needed skills they lack. They can meet your time demands. They seem interested in the work, and have a certain quality about them that makes you think they could do the job. What next?

Preparing her for the Job

Make sure the woman knows what she is getting into. If she is to be the first or the third or the tenth woman in a non-traditional setting, she should understand where she fits into the scheme of things and what her first days on the job might be like. It is a mistake to assume that because a woman is interested in a non-traditional job she is a non-traditional person and a natural trailblazer.

Tell her in detail about the job. The information should not be just that she



Pepco/Les Henig

will be driving a truck, but what life as a truck-driver is like. Arrange a site visit for her—to the assembly line, the shipyard, the construction site. Arrange for her to talk to any women already in the trade.

If the work she will be doing is strenuous, make sure she is in good physical shape.

We will encourage women to lift weights

before they go on the job so that they won't get hurt. We can send them to places where they can learn specific exercises for the particular kind of work they do.

...director, women's employment group, Seattle

If she knows what she's getting into and what the realities of the job will be, and if she's in good physical shape, then she's ready to begin.

part three— THE BREAK-IN PERIOD



Learning the Job

They don't know what to do with her. They don't know where she fits in. They don't know whether to give her the hard work, to give her the easy work. They really don't know what to do with her, period.

...director, women's apprenticeship program,
San Francisco

A recurring problem in the first several weeks or months stems from the fact that women are often doing hard, dirty, physical work—work that neither the men on the job nor the women themselves have ever thought of before as being done by a woman. In some instances women are overloaded with physical work, beyond their endurance and that of most men, as a sort of trial.

And the physical labor is usually menial in nature. They are used as “go-fers” instead of legitimate assistants or apprentices. In some occupations, this sort of break-in period is traditional for any newcomer, but when the

newcomer is a woman, it seems to last longer and be more severe than usual.

The other extreme occurs when women are prevented from doing any strenuous labor.

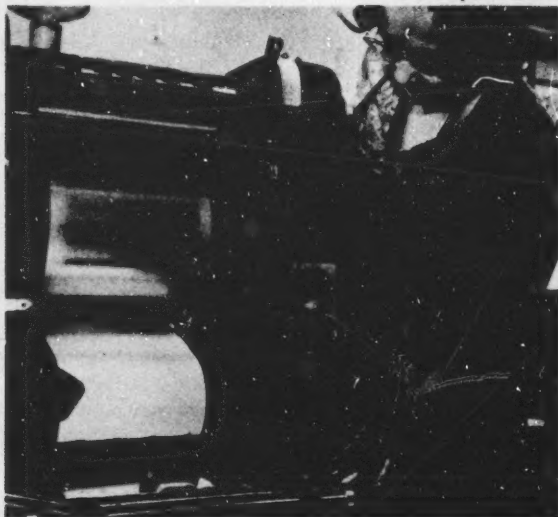
The supervisors and the crew members kept holding onto a very traditional male-female relationship. If a job looked like it might be the least bit difficult for a woman then a crew member or a supervisor might be in there helping, where normally they wouldn't be helping another crew member.

...director, sewage treatment plant,
Washington, D.C.

In either case the women are prevented from learning the job adequately.

Without hands-on experience it is impossible for a woman to learn a job as thoroughly as she might. At one plant this meant a woman could not be called in for lucrative overtime because that required familiarity with every phase of the job. The “going overboard to

U.S. Dept. of Labor



help" as one trainee called it was a universal problem. It sometimes meant that women were not allowed to handle heavy or expensive equipment. And it always resulted in a slower pace of learning a job, and a genuine loss of confidence on the part of the women.

Some of the technicians—they don't like you to do any heavy lifting. They don't like you to pick up anything really, as far as helping them. And I'd be telling them, let me do

it, you know, I can do it. I want to do it. I just want to see if I can do it. Then he might let me do it. You'd have to almost argue with them to let you work.

...large appliance technician trainee, Washington, D.C.

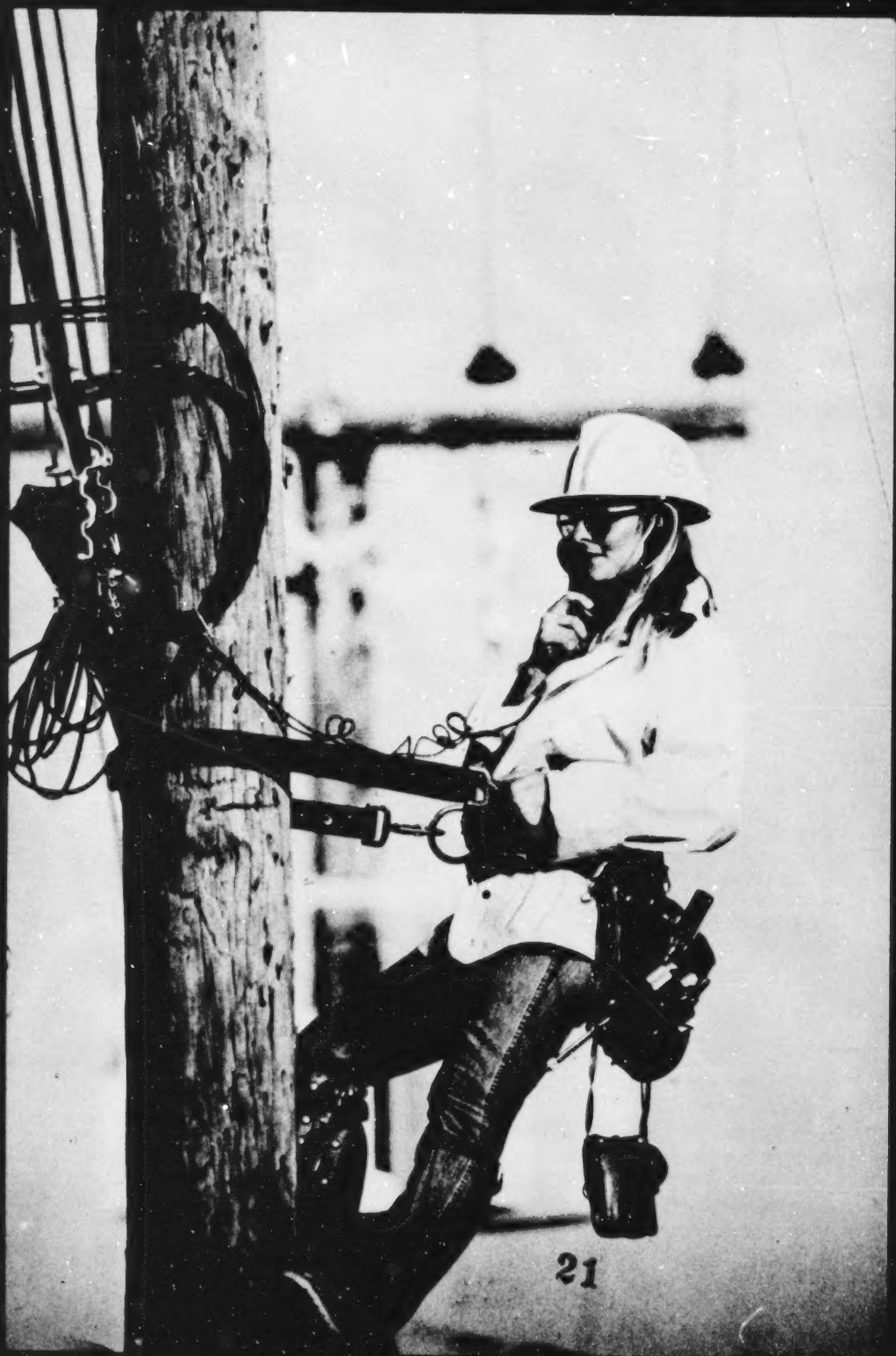
You've got to convince somebody to teach you how to do it, or you've got to drag the information out of somebody, or you've got to go off on a lunchbreak and do it on your own. So pretty soon

you say, well, if they don't want me to do that part that's o.k. because it's hard and I don't really want to do it. You have to keep supplying yourself with all this initiative to work hard to do it, when you don't even think you can do it because it looks pretty hard.

...carpenter, Washington, D.C.

What is the solution to this problem? First of all, make sure that the woman does get adequate training. Build it into the job. Reinforce her confidence through testing. Give her time to observe before she is asked to do something, and then give her hands-on training. Make sure she is comfortable with the tools needed to do the job.

Impress upon her co-workers and on her supervisor that she is to be treated in the same way, no worse but no better, than a man coming in to start on the same job. Give her the same breaks, but hold her to the same standards. One woman said wistfully, "What I always appreciated was having a foreman yell at me to do more."



Harassment

During the break-in period, the women may be the target of kidding or razzing that becomes unbearable. Many employers point out that, especially in the construction trades, this is also part of the rite of initiation that takes place whenever any newcomer, male or female, arrives on the job site. If the woman is informed of this, she may be able to absorb it more easily.

But the harassment often goes beyond the unwritten boundaries when a woman is involved. Occasionally it will involve job assignments which are genuinely dangerous to an inexperienced worker, but more often it takes the form of whispering or graffiti campaigns concerning her alleged sex life on and off the job.

A woman carpenter who has worked for five years in the Washington area recommends painting out or plastering over slanderous or obscene graffiti as soon as it appears. Other women concur: "Silence implies approval."

There is the added problem of the curiosity seeker (What's a gal like you want to be a carpenter for?) and the pass maker. Women have found the most effective way to handle this is on a personal, straightforward level: "I'm here to work, just the same as you, and I'm not interested in your advances."

What can the employer do? He can give the woman support in cases that are too threatening for her to handle alone. But he can also support her by letting her know that she has his permission and confidence to take care of it herself.

Y*ou have a lot of people coming by to talk to you all the time, curiosity seekers or pass makers. . . I appreciate a lot the foreman who told me, "Look, they're going to all be talking to you. I'm not going to run around and stop them. You're going to have to stop them yourself." Until somebody told me*

that I didn't understand quite what it was that was happening.

*. . . carpenter,
Washington, D.C.*

New Ways to Handle the Job

During the orientation period, look again at the tasks to be performed. It is important to assess what might truly be difficult for the woman and perhaps beyond her physical endurance. Is there another way to get the job done?

A Washington construction worker makes the point that instead of making two trips with two heavy pieces of sheet rock each trip, she makes four fast trips with one piece of sheet rock each time.

Female produce clerks in a large grocery store found that hauling hundred-pound sacks of oranges to shelves in the front of the store was beyond their strength. They unpacked the oranges in the back room and carried small loads to the front.

Women working in a sewage treatment plant

found the mop used to swab the floor too heavy and cumbersome; a smaller mop was brought in and the women were able to do the job.

The final product will be no different but sometimes the means to that end may need to be changed.

How Many at Once?

Many employers are unaware initially of the problems of isolation a woman faces when she is first placed in a non-traditional job. Studies show that when at least three women are hired at the same time, the placement will be more successful.

I would say that the most important thing that an employer can do is get more than one woman on the job. Because I don't think it's the surroundings that bother her so much as the isolation.

...women's advocate,
Washington, D.C.

We experience that when women work on crews together there is a lot more support there. They have each other to talk to, and joke with, and eat lunch with, and compare notes with. They've got each other to support.

...director, women's
employment program,
Los Angeles

It's much better to have at least two women on a job site, even if they're not even in the same trade, than just one, because at least they'll have somebody to sit down and eat their lunch with. It's just terrible to be alone all day long.

...apprenticeship
coordinator, Seattle

This loneliness, more than the dirt, the physical labor, the graffiti, the pornography in the lunch shack, seemed to be the essence of what makes a woman give up in a non-traditional setting. If an employer can't hire more than one woman at

the same time, he can give her support by putting her in touch with women already on the same site.

Counselor, Ombudsman, Mediator, Friend...

Call it a counselor, an ombudsman, an apprenticeship coordinator, a mediator, the personnel director, an affirmative action manager... a woman starting out in a non-traditional job needs a friend, an advocate with clout, to listen to and act on her gripes.

Some companies have successfully used counselors from the outside, pointing to the fact that they can act freely as a disinterested third party.

But most who have fulfilled this role feel that it is more successfully handled from within the company.

I think it is better if it's somebody from the inside because that immediately gives the woman a certain amount of status if there is somebody from the inside who has accepted her...

that is the beginning of the acceptance of the woman.

*...women's advocate,
Washington, D.C.*

I*f it can be done sincerely from the inside I think that works better, because if you've got people in the company whose responsibility it is to make sure that the person succeeds they have more clout than somebody from the outside.*

...apprenticeship coordinator, Seattle

The women's advocate should address those problems that arise from the fact that the woman is doing what has always been a man's job: is she getting reasonable work assignments? Could she be switched to a supervisor more willing to train her?

At the same time it is important not to appear to be coddling her. To do so can perpetuate a sense of apartness on the part of the woman, and confirm an impression in her co-workers eyes that she needs special treatment and can't make it on her own.

The counselor should also be available to handle any grievances of the men who were already on the job. For many men it is a jarring experience to find he has a female co-worker doing a job he has always believed could be done only by a man. Again, apply the concept of equal treatment for all—a counselor for one employee should in fact mean a counselor for everyone.

How Long Does the Break-In Last?

Too much work for the women, or too little. Harassment. Graffiti on the walls. Guys not doing their work because they are flirting with the mechanic next to them. How long does this go on?

Most observers cite six months as a crucial watershed.

T*he break-in period ends after your first six months. It takes at least six months for you to get situated enough to know which end is up and which end is down. So the first six months is the most crucial point, and it's usually within the first six*

months that a woman will decide whether she will drop out or not.

*...director, women's apprenticeship program,
San Francisco*

But the break-in period seems in fact to vary with each employee. It's a function of her co-workers and their attitudes, how skillful she is at the job, how readily she learns, and what her attitudes are toward the job.

I*f she is in fact there to do the job and to do her work and to learn like everybody else, just learn the trade, then after a while they'll accept her.*

*...director, women's employment group,
Seattle*

The end of the break-in period seems to be characterized by a period of benign neglect. Her supervisor "treats her just like any other worker and doesn't single her out for special attention just because she's a woman."

She is thought of first as a co-worker, second as a woman. She is accepted; you have succeeded.

part four— **THE LONG-TERM EFFECTS**



Expect Some to Quit

What are the long-term considerations of having women in non-traditional jobs within the company? And how can an employer be sure that those women will stay and be joined by other women?

It is important first of all to expect a normal rate of attrition.

We don't allow women a failure rate, an attrition rate. You hire fifteen men as mechanics, you expect seven or eight of them to bomb out. You hire four women as produce clerks, one of them bombs out on job performance, and you tend to say, "It's because she was female."

...affirmative action manager,
supermarket chain

In-House Mobility

Once there are several women placed in a company in non-traditional positions, in-house mobility of

women from clerical to technical positions increases:

I've had a number of women come to me over the past year, two years. They see waste water treatment plant operators—women—and they know that there is a possibility for them to get a job like that.

...director, sewage treatment plant,
Washington, D.C.

You get one or two surviving in a unit and then you get four or five, six or seven, and it becomes easier. The reasons for saying "It can't be done" cease to exist. Then we get some employee acceptance—all of a sudden some women who were in clerical want to try that technical bit.

...personnel manager,
national department store chain

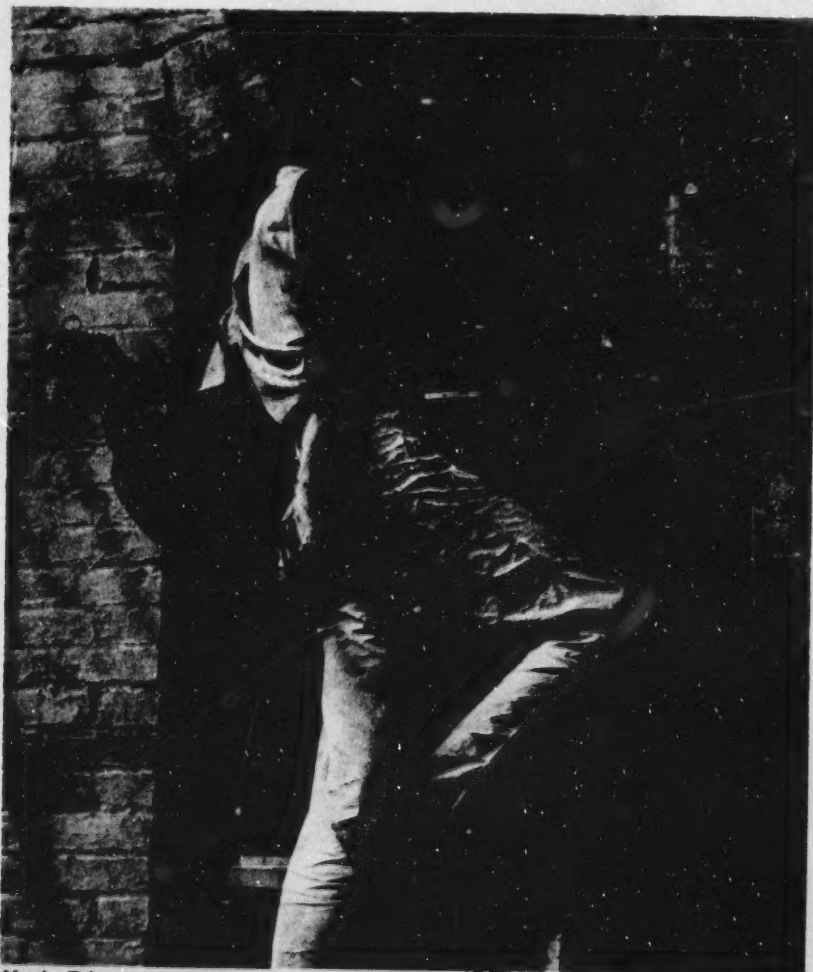
The Best Person Possible

Finally hiring women in non-traditional jobs is good business. A Washington plant manager for a national manufac-

turing chain reflects on his experiences:

It's good really because you've got a bigger base. You've got more people to

pick from and it's just like anything else. When you've got more people to pick from, you tend to end up with the best person possible on the job.



APPENDIX

NATIONAL DIRECTORY OF WOMEN'S EMPLOYMENT PROGRAMS: WHO THEY ARE; WHAT THEY DO. Order from Wider Opportunities for Women, 1649 K Street N.W., Washington, D.C. 20006. \$7.50 plus 50¢ postage and handling. Bulk rates on request. Orders must be prepaid.

Detailed descriptions of 140 women's employment programs that conduct job counseling, training, placement, research and/or advocacy. Regional maps show program locations. Includes programs that prepare women for nontraditional jobs. Provides a helpful recruitment source for employers.

Following is a list of resources on women in nontraditional jobs:

Advocates for Women. *The California Study on Women in Non-Traditional Employment.* Available from Karl Jaensch, California Employment & Training Advisory Office, 800 Capitol Mall, Sacramento, CA 95814. \$5.00.

"Goals and Timetables for Female and Minority Participation in the Construction Industry." *Federal Register*, April 7, 1978, Part IV, Vol. 43, No. 68. Reprints available from U.S. Government Printing Office, Washington, DC 20402. \$.75.

Herbert, Tom and Coyne, John. *Getting Skilled: A Guide to Private Trade and Technical Schools.* E.P. Dutton & Co., Inc., New York, N.Y., 1976. \$4.95.

The authors made a thorough investigation of private trade and technical schools. The accredited schools usually rate well in terms of the training offered, and the book includes a directory of schools categorized by occupation and by state.

Lederer, Muriel. *The Guide to Career Education.* Quadrangle/New York Times Book Co., New York, N.Y., 1974. \$10.95.

This book is a comprehensive guide to career education. It explores more than 200 occupations and the many alternatives to college.

Blue Collar Jobs for Women. Sunrise Books, E.P. Dutton, New York, N.Y., 1979. \$7.95.

This is a comprehensive guide that tells you everything you need to know to get a high paying, rewarding job in the skilled professions—from choosing the trade to getting the necessary skills and training and then actually finding the job. 80 of the best blue-collar jobs for women are discussed in depth and evaluated.

Madsger, Betty. *Women At Work.* Skeed and Wood, Inc., New York, N.Y., 1975. \$7.95.

A photographic documentary of women at work in nontraditional occupations.

Mapp, Patricia. *Women in Apprenticeship. . . Why Not?* Manpower Administration, U.S. Department of Labor, Washington, D.C., 1973. Order from National Technical Information Service, Springfield, Va. 22151.

Final Report of a three-year project based in Wisconsin to make more acceptable and normal the increased participation of women in the skilled apprenticeable trades. The goals of the project were to isolate, analyze and minimize, where possible, the obstacles to employment.

A summary of this report, under the same title (Manpower Research Monograph No. 33) may be ordered from the Government Printing Office, Washington, D.C. 20402 (Stock Number 029-000-00206-1), \$.75.

McCormick, Dale. *Against the Grain: A Carpentry Manual for Women*. Iowa City Women's Press, Inc., Iowa City, Iowa, 1977. \$6.00.

The theories and skills of carpentry are revealed in a thorough description of how to build a house. This manual was written and illustrated by a practicing journeywoman.

Somers, Patricia. *Women in the Trades and Crafts: A Status Report*. State of Ohio Manpower Services Council, CETA Grant No. M75-4011-6-14, March, 1976.

This report was prepared by The Women in Skilled Trades (WIST) Project of the Women's Resource and Policy Development Center, whose aim is to advance women into skilled trades and crafts within the State of Ohio. The barriers to employment of women in these occupations are defined and recommendations are made.

U.S. Commission On Civil Rights. *The Challenge Ahead: Equal Opportunity in Referral Unions*. A report of the United States Commission on Civil Rights, Washington, D.C., May, 1976. Order from U.S. Government Printing Office, Washington, D.C. 20402 (Stock No. 005-000-00138-2). \$2.65.

A study of the practices and policies of referral unions. These unions decide who will obtain jobs and who will receive training, and the report shows that discriminatory practices still continue to impede the employment opportunities of women and minorities. Federal affirmative action programs have had little impact in changing the situation.

U.S. Department of Health, Education and Welfare, Office of Education. *Women in Non-Traditional Occupations — A Bibliography*. Office of Education, Bureau of Occupational and Adult Education, Washington, D.C., 1976. Order from ERIC Production Service (ED 133-460), P.O. Box 190, Arlington, Va. 22210. \$10.87, including postage (hard copy). \$.98 including postage (microfiche).

This annotated bibliography of literature about women in nontraditional occupations is an excellent resource for any person or group that is interested in the full participation of women in the work force.

Wetherby, Terry (Ed.). *Conversations*. Les Femmes Publishing, Millbrae, California, 1977. \$4.95.

Women talk about their experiences in male-dominated occupations. They speak candidly about opportunities and discrimination and the abilities and personality traits they feel are needed for a particular job.

Wheat, Valerie. *Apprenticeship and Other Blue Collar Job Opportunities for Women*. Women's Educational Equity Communications Network, 1855 Folsom Street, San Francisco, CA 94103. Stock #A-1. \$3.50.

This guide is useful for individual women and counselors and discusses work, apprenticeship entrance requirements, and expectations and problems encountered on the job.

Wider Opportunities for Women. "Women in Nontraditional Jobs: Information and Resources." Annotated bibliography. Wider Opportunities for Women, 1649 K St. N.W., Washington, D.C. 20006. \$1.00. Comprehensive list of books, bibliographies and films, with brief description, sources and costs.

Women Offenders in Non-Traditional Work. Wider Opportunities for Women, 1649 K Street, N.W., Washington, D.C. 20006, 1978. \$7.50, plus 50¢ postage and handling.

A report and evaluation of a three-year program conducted by WOW for the purposes of training and placing women offenders in nontraditional jobs.

Women Working in Construction. *Blue-Collar Trades Handbook for Women*. Women Working in Construction, 1865 Wyoming Avenue, N.W., Washington, D.C. 20009, 1977. \$2.00 for individuals or \$3.50 for organizations.

Booklet describes 21 construction trades which have apprenticeship programs. Discusses the nature of the work, the requirements, the employment prospects, and the procedures for applying. Advice on how to take legal action is also included.

Women's Enterprises. *Earning A Breadwinner's Wage: Non-Traditional Jobs For Women on AFDC*. 1978. Available from Women's Enterprises of Boston, 739 Boylston Street, Boston, MA 02116. \$2.00.

Written for women on Aid to Families with Dependent Children; introduces the possibility of a nontraditional job. The book begins with the decision to consider a nontraditional job and goes on to the selection of a specific job, options for training and techniques for getting the job.

Worklife, Special Issue: Apprenticeship. Vol. 2, No. 8, August, 1977. Order from U.S. Government Printing Office, Washington, D.C. 20402. \$1.70 single issue; \$15 per year.

This issue celebrates the 40th anniversary of the National Apprenticeship Act. Included is an article about women's progress into the skilled trades and articles about the history and continuing development of apprenticeships generally.

For information concerning the development of an affirmative action plan, consult:

Affirmative Action and Equal Employment: A Guidebook for Employers, Vols. 1 and 2, available from the U.S. Equal Employment Opportunity Commission, Washington, D.C. 20506.

Federal Mandates for Affirmative Action, available from the National Civil Service League, 1825 K Street, N.W., Washington, D.C. 20006.

For a guide to job restructuring, consult:

An Introduction to Functional Job Analysis, Wretha Wiley and Sidney Fine, available from the W.E. Upjohn Institute for Employment Research, 300 S.W. Nedge Avenue, Kalamazoo, Michigan 49007.

For general information on model programs and resources concerning women in nontraditional jobs and apprenticeships, write to:

Women's Bureau
U.S. Department of Labor
200 Constitution Avenue, N.W., Room S-3317
Washington, D.C. 20210

Women and Work, R & D Monograph 46, available from the U.S. Department of Labor, Employment and Training Administration, Washington, D.C. 20213.

Three films that are available concerning women in nontraditional jobs:

The Apprentice, available on loan from regional offices of the Bureau of Apprenticeship and Training. To purchase, write to Movie Lab, Inc. 619 West 54th Street, New York, N.Y. 10019. Attention: Bernie McKlin. Price: \$62.

Skilled Jobs for Women, available from Skilled Jobs for Women, 2095 Winnebago Street, Madison, Wisconsin 53704.

Why Not a Woman?, available from the Pennsylvania Commission for Women, Office of the Governor, 512 Finance Building, Harrisburg, Pennsylvania. 17128.